

**EXTERNAL EVALUATION OF
MASIMANYANE WOMEN'S SUPPORT CENTRE**



BY

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Pumla Mncayi Consulting

August 2010

External Evaluation of MWSC

ACKNOWLEDGEMENTS

We wish to thank the following people for their invaluable contribution to this evaluation.

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PEDDIE WOMEN'S SUPPORT CENTRE FOCUS GROUP

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HUMAN RIGHTS CLUBS FOCUS GROUP

Thabisa Moyo, Sesethu Mcata, Zizopho Mcata, Loyiso Makisi, Yonela Ngxale, Abongile Mangxola, Buhle Siwendu, Lumanyano Basopo, Sandisiwe Voyi, Sihle Fali, Anga Solwandle

MASIMANYANE PARTNERS

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PREFACE

The external evaluation and subsequent evaluation document of Masimanyane Women's Support Centre was commissioned by Fokus and the Norwegian Crisis Shelter Movement. They were interested in establishing the efficacy of the organisation's programmes and also to determine the impact which their funding was having. Fokus funded this external evaluation...

Masimanyane Women's Support Centre first encountered The Norwegian Crisis Shelter Movement and Fokus in 1997. They became the organisation's first international partners and their first international donors.

Over the past 14 years the three organisations have shared strategies, developed programmes of mutual interest and worked in their respective contexts in addressing violence against women. A number of exchanges have also taking place between the organisations. These have been of mutual benefit to both.

Fokus and the Norwegian Crisis Shelter Movement have been instrumental in shaping some of the work done by Masimanyane which includes the introduction of the concept of trafficking which in 2004, was a relatively unknown phenomenon in South Africa. The Norwegian Crisis Shelter Movement and Fokus assisted Masimanyane to develop strategies that address trafficking and the sexual exploitation of women. This work has led to significant policy interventions as well as programmatic expansion across South Africa.

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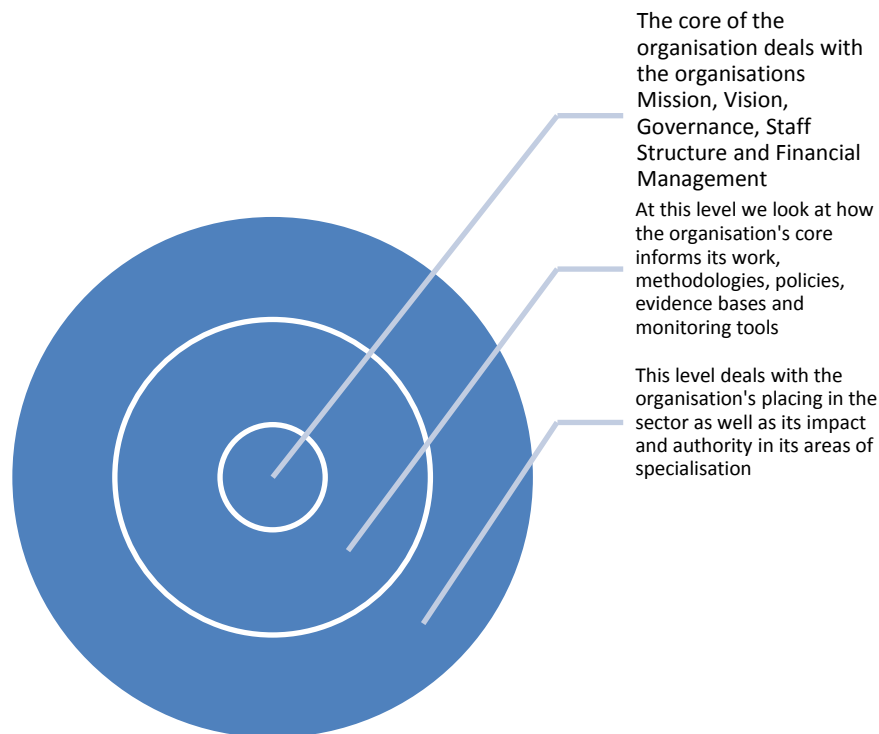
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INTRODUCTION TO THE EVALUATION METHODOLOGY

It cannot be an easy task to evaluate an organisation as broad and far reaching as Masimanyane. It was therefore imperative to develop an evaluation strategy that would not only be inclusive but also explore evidence bases, delve into the intricacies of the organisation's genetics as well as unpack the scope, work and impact of the organisation.

For these reasons we decided on a radial model. We began at the core of the organisation in order to understand how the genetics of the organisation inform and impact its work. We then worked outwards to ascertain the organisation's methodologies, policies, evidence bases and monitoring tools.

To complete the evaluation process, we had to look at Masimanyane's impact, placing in the field of research, its services to the sector as well as its authority in its areas of specialisation.



METHODOLOGY

To be able to carry out the evaluation using the radial model we used the following methods:

- Review of documents including the strategic plan, staff reports and annual reports.
- Review of donor reports from field visits
- Interviewed members of the board, management, staff and volunteers, Government departments, partner organisations and donors.
- Held focus group discussions with counsellors, beneficiaries and human rights clubs
- We conducted site visits to Peddie Women's Support Centre, Mdantsane Magistrates Court, Fleet Street Police Station, Centane and Butterworth Support Centres, East London Magistrates Court, Zanempilo (Masimanyane), Empilisweni (Masimanyane – King William's Town).
- Conducted key informant interviews
- Held telephone interviews

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- Did a SWOT analysis

SUMMARY OF THE EXTERNAL EVALUATION OF MASIMANYANE WOMEN'S SUPPORT CENTRE

In this evaluation we have found that Masimanyane has over the past 15 years worked extensively and very hard to expose, politicise and fight for the recognition of women affecting issues at community national, regional and global platforms.

15 years ago when Masimanyane started, it was a small grassroots organisation that provided counselling support to women and girls from the marginalized communities. The organisation began its operations in a limited area of East London and the core objective then was to create support through counselling for women at community level, the driving idea behind this being that women from the communities would be trained to provide the support to survivors. At the time this was met with a lot of criticism from academics, analysts and professionals who said that this could not be done, the argument being that the country was going through a transitional period from apartheid to democracy. Masimanyane's founding members attest to the fact that against all the odds, they were collectively able to see the realisation of the programme. Masimanyane started with 8 programmes. However as a developing organisation that seeks to continually improve its efficacy, they have been able to reduce this to three thematic focus areas:

- Gender Based Violence, including rape, domestic violence, sexual abuse, trafficking and prostitution.
- Sexual and Reproductive Health and Rights
- The gendered nature of the HIV/AIDS pandemic

These thematic focus areas are spread out over 4 programmes which are:-
Crisis Intervention, Primary Prevention and Awareness-Raising, Women's Leadership, Advocacy and Policy Development

The organisation has progressed very rapidly over the past 15 years and is now well established as a leader in its field. Masimanyane's ability to link feminist discourse with the human rights framework has proven to be an effective tool in addressing the issues as well as contributing to the uniqueness of the organisation. Masimanyane is also amongst the one of the three biggest organisations working on the intersection of Gender Based Violence and HIV/AIDS in South Africa.

The organisation's work in the areas of Crisis Intervention, Awareness Raising, Women's Leadership and Development Training and Advocacy and Government Monitoring has been of unprecedented magnitudes. They have a formidable reputation in both local and international arenas. As an organisation they have developed some great working models and have also improved on some of the more traditional methods of advocacy. Although Masimanyane operates within the four core programmatic areas, it is quite apparent that they have had to at times branch out and adopt other strategies and approaches in their ever growing work. Although the demand for Masimanyane's work is ever increasing, the organisation's capacity has not been able to meet with this demand. Masimanyane needs to supplement its staff complement with professional people who can add to the value of the organisation while at the same time increasing its capacity.

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Masimanyane has forged some great partnerships with other organisations, community structures, government departments and influential individuals. They have also made good use of a number of national and international human rights instruments. These partnerships have led to some momentous achievements, some of which went as far as changing governmental policies and national laws on the issues affecting women.

The organisation can be applauded for its unyielding stance on violence against women and their seminal contribution of efforts to decrease the high levels of this worldwide endemic. Masimanyane has also been one of the few organisations that have identified the link and interface between HIV/AIDS and violence against women. This has led to new and innovative approaches to their work, campaigns and causes.

Masimanyane is not without its challenges and problems. Interviews with a number of key role people have indicated that Masimanyane's major shortcoming is in the lack of, substantial reporting on its work, research, findings and impact. As the evaluating team we were also able to identify other areas where Masimanyane needs to improve on or take immediate action.

There is need for strengthening in the Human Resources department. We have identified some gaps in organisational policies and some of the core human resource procedures.

There has been some concern around directorship succession as well as the implication of the "founder director syndrome". This was a concern that was also picked up in the previous evaluation.

Masimanyane needs to review its links with Peddie Women's Support Centre, Masonwabisane Support Centre as well as Centane Support Centre. Centane and Masonwabisane are clearly independent organisations with no formal links to Masimanyane, however Peddie on the other hand, although an organisation with its own independent NPO status, is not independent of Masimanyane. This is a very confusing link which needs to be evaluated and addressed.

This evaluation report does not seek to solve, or redress the problems within the organisation. It is also not an action plan of what must or needs to be done. It is however, a tool to introduce and raise awareness of the areas where Masimanyane needs to improve, where they need to take action and also perhaps where they need to disengage.

PROGRAMME COHERENCE

Programmatically, Masimanyane is operating effectively and is at that stage where most of its work methodologies are considered to be best practise. This means that perhaps for more programmatical growth, the organisation may need to redirect and look at ways of being more developmental and spearheading new ways of furthering its causes without compromising their already solid work, reputation and achievements. Being developmental would mean a monitory lens on the smaller organisations with similar objectives to those of Masimanyane. It would also mean research into the other provinces in the country where there is a need for the work of Masimanyane. Of course such a move would have programmatical implications, however it is there that the opportunity for programmatical growth would present itself.

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CRISIS INTERVENTION AND SUPPORT SERVICES

The support services programme at Masimanyane consists of one- on -one counselling, telephonic counselling and follow up, crisis intervention and paralegal services. This is the foundation upon which Masimanyane's work is built. Masimanyane provides these essential services to survivors and victims of violence against women. In building capacity to carry out and meet the high demand for this work, Masimanyane added a volunteer component to the counselling facilities and services. Each of Masimanyane's counselling facilities have an office coordinator (counsellor) and at least one volunteer. This has been able to increase the efficacy of the counselling work while at the same time ensuring greater attention to the issues of the women and girls who continue to seek interventions from Masimanyane.

Statistics show that over the past five years, Masimanyane's collective counselling facilities have consistently assisted more than 8000 women per year. In 2009 they reached and assisted a record of 10100. While Masimanyane's focus is not on numbers, the high amount of women reached and assisted is testament to the importance, relevance and need of this work in the local communities.

Zanempilo Centre

The largest of Masimanyane's counselling facilities, aptly named Zanempilo, a Xhosa compounded word meaning "bring or bringer of health or life", is situated in the central business district.

At a visit to the centre we were able to observe that it is well equipped to carry out the counselling services it provides. On entering the facility one is welcomed by friendly staff who immediately puts you at ease. We felt that there was a definite caring atmosphere.

Counsellors at Zanempilo work directly with women and girls to address all forms of violence against women. Some paralegal work is also done at the centre and many women come in to seek follow up assistance with their cases. Zanempilo also serves as a link between the South African Police Services and Masimanyane as the police regularly refer women in need of intervention to the centre.

Over a 12 month period one counsellor at Zanempilo attended to a total of 1687 women and girls. We asked her how she could measure the success or impact of her work and she gave a poignant answer. We quote her:-

"In theory our work as counsellors requires us to be objective, but in practice this is very hard. As another woman you feel the pain of an abused woman, you think of your own children when you meet a girl being abused by a trusted family member. It is hard every day and times we find ourselves asking why we continue to do this work. But as we begin to think of these questions, a woman will walk into the centre with a happy heart because of our intervention. It is so rewarding to see women coming into the centre, happy because of better living circumstances, who have been able to access better opportunities, all because of our intervention. That is how we know we are doing a good job, and essentially what makes us keep on doing the work we do"

East London and Mdantsane Magistrate's Courts

We were very surprised and impressed to learn that Masimanyane had offices that operated from two of the courts in East London.

Both these offices (East London and Mdantsane) offer counselling services but also further assist the courts with their women pertaining processes like protection orders, maintenance claims etc. While this

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is a very strategic placement for Masimanyane, it is also a very practical way of ensuring that women are able to access the court's services.

In an interview with the counsellor at East London Magistrate's Court, we learned that many women were weary of approaching the courts for intervention, as they still believed that it was a structure that supported men and their issues more than that of women. Masimanyane picked up on this gap and have been able to fill it by the support offices in the courts.

The courts in South Africa are heavily backlogged and the volume of their work is not always conducive to quick legal remedies for women's problems. Having Masimanyane offices at these two courts has greatly reduced the backlog. Women are able to have the laws explained to them and they can be assisted in filling out the many forms for maintenance claims or protection orders. This has made both East London and Mdantsane courts much more women friendly. A testament to this is the greatly increased numbers of women who feel confident about accessing the courts for legal intervention of their problems.

An interview with the Chief Magistrate at East London Magistrate's Court, who is also a board member of Masimanyane, revealed the symbiotic relationship enjoyed by both Masimanyane and the court. While the court provided rent free space for the Masimanyane offices, they (Masimanyane) in turn were able to play a monitory role to ensure the safety and protection of women against their violent partners. This is done by the counsellors who interview their clients to establish that the protection orders are doing what they are meant to do.

Masimanyane is included in most of the court's management meetings. This has allowed them the space to ensure the visibility of the problem areas within the court system and to suggest changes that can improve the court's efficiency and efficacy when dealing with women's issues.

Another positive aspect about having Masimanyane offices in the courts is that while many women approach the courts for legal assistance, many are simply seeking counselling, which the courts are not equipped to provide. Masimanyane is then able to fill that gap.

Due to the strike action we were not able to visit the office at Mdantsane Court, however, talking with the counsellor from that office revealed that they operate much in the same way as in the East London Magistrate's Court. She also mentioned that there was a growing trend of men coming into the office to seek interventions from Masimanyane. On closer inspection of this trend we found that a large number of the men who frequent the office were those that tried to manipulate the system to work in their favour. An example of this is a man finding out that his wife was advised by Masimanyane to seek a protection order from the court. He rushed to the court to seek a protection order from his wife first in the hope that his wife's application would then be invalid. These are some of the challenges that the office at Mdantsane Magistrate's court has to deal with on a daily basis.

Scenery Park Office

Due to time constraints we were not able to carry out a site visit to the office at Scenery Park ,however we did have a chance to interview the counsellor at St Marks offices.

The office at Scenery Park has gone through some positive developments. Its location soon became the site for a taxi rank and this compromised the safety of the staff as well as the women who came to use the services offered there. An agreement with a police director for an office site on the police station

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grounds was not honoured due to the leaving of the said director. The new management was not supportive of the idea of a Masimanyane office at the police station grounds. This of course threw Masimanyane into a new predicament.

Forward thinking and planning on Masimanyane's part brought about the ingenious idea of using the grounds at the local clinic as a site for the Masimanyane Scenery Park Office. This new location has been very strategic in that it gives Masimanyane greater access to women and girls and having health services on their door step would make for easy referrals.

Statistics show that there is a very great need for Masimanyane's services and intervention at Scenery Park. Again the counsellor talks about the large number of women who come back to praise the work of Masimanyane after having had interventions from them.

Fleet Street Police Station

On a visit to Fleet Street Police Station, we had the opportunity to interview an inspector (responsible for the Victim Empowerment Programme) who is highly dedicated to the functioning and presence of the Masimanyane office at the police station. We were able to observe a very healthy even though at times misunderstood partnership between Masimanyane and the SAPS at Fleet Street.

We then had an interview with the Masimanyane counsellor / office coordinator at the Fleet Street Police Station. She spoke a lot about the nature of the work. It was very shocking to hear the stories of violence against women and children, a lot of the time at the hands of trusted family members like brothers, uncles, and even fathers. Hearing these stories allowed us an in depth view at the importance of the work being done at the Victim Empowerment Office. (By Masimanyane)

The work includes counselling of victims of violence against women, survivors and victims of rape, referrals of the cases that need other or specialised intervention. Due to Masimanyane's contact, there is now a dedicated rape unit with bathing and overnight facilities at the Fleet Street Police Station.

As evaluators we were able to immediately pick up on the importance and dire need for this work however the counsellor we spoke to, expressed her frustration at the higher powers (provincial head office) of the SAPS who do not understand the work of Masimanyane and have due to this not understanding, made it very difficult for her to do her work effectively. She talked about visits from provincial office where some SAPS Members would try and intimidate her, telling her that she and all Masimanyane people were persona non grata at the Police Station.

We also had an interview with a colonel from the provincial office in King William's Town. The colonel spoke very highly of Masimanyane's work and was very emphatic about the mutually beneficial partnership established between the SAPS and Masimanyane. She mentioned the various trainings offered to the Police by Masimanyane and she highlighted their training on trafficking as a very important and informative awareness initiative by Masimanyane.

She did however also voice the reservations of the SAPS in having the Masimanyane Office at Fleet Street Police Station. She (SAPS) felt it was, from a safety point of view, risky to have the Masimanyane office at Fleet Street because it was unclear who bears responsibility and accountability should any negative thing happen, e.g. an attack by the perpetrator at the office. She also mentioned that there was a stigma attached to visitors of the Masimanyane office at Fleet Street which resulted in more harm than good to the victims seeking interventions. This stigma was also a concern raised by Masimanyane's

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office coordinator at Fleet Street Police Station. She therefore recommended that this service be moved from the police station to the Family Protection Unit in Oxford Street. She felt that having the office situated at that location, would eradicate the stigma attached to the victims and strategically be better because of the nature of the Family Protection Services' work.

Duncan Village Police Station

Again due to time constraints we were unable to make a visit to the Duncan Village Police Station where Masimanyane also has an office.

Duncan Village is a vast area with a large population. It is also an extremely impoverished community and the myriad of social, economic and cultural problems that especially women and girls make it essential for a Masimanyane office in the area.

Masimanyane's monitoring of the area found that in Duncan Village violence against women and girls including extremely high levels of incest, rape and domestic violence were almost normalised at community level, and the responses to the situation were entirely inadequate, sporadic and inconsistent from both the police and other social institutions such as schools and churches.

Masimanyane's arrival in Duncan Village has had a great impact on the women and girls of the community and a good partnership has been formed with the police in the area. The many joint campaigns with the police services have been able to force community recognition of the social problems plaguing the area with an emphasis on the despicably high levels of violence against women.

Empilisweni AIDS Education and Training Centre

Masimanyane's dedicated HIV/AIDS facility moved from its original rural facility to the peri-urban town of King Williams Town (KWT). This has been a good move as having the office in KWT has meant that there is greater mobility to a larger geographical area due to the existing transport system and because KWT is a central hub for moving to any part of the Eastern Cape Province. People from surrounding areas are also able to access Empilisweni easily. The work in the rural communities continues and new areas have been included.

Our visit to Empilisweni threw more light into Masimanyane's work at grassroots level. We found that great work was being done in the areas of HIV/AIDS and Gender Based Violence.

We had a focus group discussion of 30 men and women, officials from the department of Correctional Services, students, some CBO and NGO representatives from the nearby villages and townships volunteers and staff. In that discussion, women applauded the works and interventions of Masimanyane.

Many women in the communities surrounding King William's Town spoke about having had little or no knowledge of HIV or AIDS and its impact on women and families until the arrival of Empilisweni in their communities.

They spoke about how having gone through Masimanyane trainings on HIV and AIDS, and awareness campaigns around violence against women, they are now empowered to stand up and take ownership of their lives. While they made it very clear that they were not about alienating the men in their lives,

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they were in agreement that they were now stronger women and no longer tolerated the dictates of masculine oppression.

Through the support groups initiated by the staff of Empilisweni, many women and a surprisingly high number of teenage girls have been able to develop constructive ideas about how to affect change in their communities, eradicate the prevalent “dependence syndrome” of women in their communities and the obliteration of the negative stigmas attached to women living with HIV and AIDS. As a result of this, a young married woman who came to Empilisweni as a victim. She was ill and did not have an understanding of the disease nor how she could manage to carry on living with it. After Empilisweni’s support and guidance she felt she had a better understanding of the disease she felt empowered in the knowledge that the disease did not mean the end of her life. She also learned about treatment and the different options available to her. She then initiated her own support group and asked for the support of Empilisweni in conducting awareness raising and door to door campaigns in the nearby township of Ginsberg. This is a poignant example of the impact of the rollout programme.

In the focus group we also learned about Empilisweni’s partnerships with government departments: Correctional Services, Health, and Social Development. We learned that these departments have at times been involved with Empilisweni’s awareness campaigns. They have also been a benefit to each other in the form of idea and information sharing.

In an interview with the Manager at Empilisweni, we learned that she was very dedicated to grassroots work. She showed an obvious passion for working at ground level. She was very vocal about her belief that her managerial position did not mean that she was exempt from the core work of Empilisweni. She prefers to be hands on in the work of her projects.

In the same interview she also talked about learning from her authoritarian style of leadership when we asked about the issue of high staff turnover. Her learning was that her staff was not happy with the way in which she sometimes took decisions without consulting them. She subsequently took the criticism, found its value and started to introduce a participatory style of leadership at Empilisweni.

An ingenious way of expanding Empilisweni’s capacity has been the partnership with the Care Auxiliary Social Work Programme. Empilisweni has provided the opportunity for students of the Care programme to do their practical training at Empilisweni. These students are also involved in the grassroots work of Empilisweni, they are able to help with administrative work and the field work, in so doing increasing the efficiency of Empilisweni’s service delivery.

The public educators at Empilisweni have established mutually beneficial relationships with the traditional leadership in the rural areas they service. This has allowed Masimanyane to engage with them in their campaigns and awareness raising activities. The nature of Masimanyane’s work is sometimes seen as taboo especially in the patriarchal rural communities. Having the buy- in of the traditional leaders has ensured that these otherwise taboo topics or issues are given a platform for interactive debate.

Empilisweni was also able to partner with a group of German researchers who came to South Africa seeking intimate experiences of what the conditions were for the impoverished communities suffering from a high scourge of HIV/AIDS. Empilisweni was able to coordinate the logistics for this research project and identified Frankfurt as a suitable area for this project.

Staff of Empilisweni as well as the manager worked hand in hand with the German researchers, they lived among the people of Frankfurt and were able to together with the German research team observe

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and study the social dynamics and community responses to the HIV/AIDS pandemic . The study has been invaluable in informing future strategies for the work being done at Empilisweni.

Some of their findings are compiled in photobooks (these are available at the office). This is a very impressive piece of work that could be used as a visual testimony of the living conditions of the people Masimanyane serves.

Peddie Women's Support Centre

Peddie women's support centre conducts counselling for women and girls from the 112 rural villages in that area. Because of the size of the area they serve, a great deal of the support to women is provided through support groups. The intervention is that women are trained to provide the support to survivors and they are supervised by the Peddie Women's Support Centre staff. The problems that are prevalent are rape, domestic violence, sexual assault and HIV/AIDS.

Peddie also runs a well funded afterschool and feeding programme for children. Here the children are able to play and interact with one another while also being taught good life skills. The objective of the afterschool programme is to offer a safe & secure environment reducing the vulnerability of children to rape, incest and other forms of sexual violence.

We found that Peddie Women's Support Centre does a lot of work for the communities they serve, however, we were concerned with the fact that they did not seem to have any areas of specialisation. By this we mean that the office at Peddie has many programmes (afterschool, Gender Based Violence counselling, HIV/AIDS Support Groups, and paralegal services and investigations) however there was little evidence of well implemented programmes with clear objectives and outcomes. There also was no methodical approach to the work, and the centre was run more like a general advice office than a specialist women's organisation. Peddie is primarily a women's support centre with a supposed focus on Gender Based Violence, HIV and AIDS and the Children's Afterschool Care Programme. In the focus group discussion the public educator at Peddie eloquently explained to us about how he has helped many people who have come through to the office seeking advice about divorce, maintenance, pension funds, social grants and inheritance issues. He further explained how he would carry out telephonic investigations for his clients and at time make visits to the authorities concerned. In as much as this is good and commendable work, it does not really fall under the mandate of the Peddie Women's Support Centre.

Peddie's link to Masimanyane is quite ambiguous as they have independent NPO status. They are also responsible for most of their own fundraising. It is then quite difficult to marry Peddie's work, challenges, successes, and failures with that of Masimanyane.

Finding that Masimanyane was responsible for paying the salaries of the permanent staff at Peddie, one is left wondering what Peddie's independent status means. There is concern that Peddie's link to Masimanyane could possibly be harmful to both organisations. We are also concerned that the image Peddie portrays is not the image that Masimanyane is renowned for.

Peddie has great concepts for their HIV/AIDS programmes however, there was a lack in their implementation, documentation and evidence recording.

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A concern is the fact that Peddie has its gender based violence programme headed by a man. This contradicts the feminist principles that Masimanyane stands for and undermines women's empowerment. The man concerned was clearly, passionate and committed to addressing issues of violence against women but his presence in the programme entrenches male power and male dominance. In addition he has a strong hand in a bee keeping project.

The irony is that, according to him, this bee farming initiative was started as a means for women to be financially independent of their male counterparts. (Part of the gender based violence programme). But this initiative is raising concerns with its efficacy. The project employs 5 men and 5 women, which we feel defeats the purpose.

In the focus group interview with the counsellors, each was given a SWOT analysis of the organization assignment to write down what one sees as strengths, weaknesses, opportunities and threats of Masimanyane. We felt that giving them personal assignments would help them to not feel intimidated about what they might say as they had the option of returning the assignments anonymously. They missed the deadline to submit this assignment. We had to keep on reminding and requesting the secretary at human resources to urge them to bring the assignment. When we did receive them on our last day we were disappointed to see that the reports did not address what we had requested. The standard of reporting was also surprisingly low.

From our visits to the different sites and the many interviews we have held, we find that it is very evident that in all the communities where Masimanyane has intervened, there was an urgent and desperate need for their services. One could never quite quantify the impact of Masimanyane's work in these communities but the testimonies of transformed women who have been empowered through the interventions of Masimanyane is evidence of the relevance and continued demand for the organisation's grassroots work.

PRIMARY PREVENTION AND AWARENESS RAISING

Masimanyane's focus is on preventative public education. It is their striving to challenge and transform the mindsets of the public in order to ensure that incidents of violence against women and girls may be eradicated and to contribute towards a safe, free, secure and gender sensitive (violent free) environment.

Masimanyane supports women and girls that are affected by gender based violence, women abuse, infected or affected by HIV / AIDS through public education and training programmes that educate and build the capacity of and empower these vulnerable groups.

Some of the public initiatives that Masimanyane has undertaken with youth leaders, men, women and community organisations include workshops, life skills training, awareness raising meetings with community organisations and schools through youth development programmes.

Awareness Campaign Programme

Campaigns are a vital part of Masimanyane's community based activities. They provide an opportunity for Masimanyane to bring together many people from communities to create awareness about the forms and extent of violence and then build effective community responses.

Masimanyane continually tries to build a critical mass of people who know their rights and can claim them by utilising available human rights instruments and mechanisms.

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During interviews with some of the women who have been involved in the campaigns, representatives from government departments like Social Development, SAPS and other partner organisations, we were able to learn that awareness campaigning is one of Masimanyane's strengths.

Over the years, Masimanyane has held a great number of campaigns. Sometimes these campaigns have been in partnership with other organisations, and at times Masimanyane joined existing national campaigns. What is the common denominator though is the fact that Masimanyane's campaigns have been effective at community mobilisation and the encouragement of interactive participation from all role players. While creating hype about issues is a part of campaigning, Masimanyane prides itself in the educational focus of their campaigning activities.

Masimanyane has been very consistent in making use of commemorative days e.g. Human Rights Day celebrations, Youth Day, Women's Month and special emphasis on the 16 Days of Activism Campaign. Many of Masimanyane's community awareness and public education are held prior to and after the day to gain support for the programme and to initiate community activities resulting from the campaign.

Recently in their campaigns, Masimanyane has focused on Harmful Cultural Practises that result in Violence Against Women, Human Trafficking, Sexual and Reproductive Health and Rights. Masimanyane's pioneering work around the trafficking of women and girls for sexual exploitation led to the organisation hosting a national conference on the subject. The conference was attended by all government departments in the province as well as some nationally based representatives. A keynote address was delivered by the Director of the Crime Prevention and Justice Committee, which comprises the heads of all government departments. Representatives of the National Prosecuting Authority provided input on the different pieces of legislations that can be applied to trafficking.

From this national conference it became clear that there is very little information, knowledge and capacity at all levels of government and civil society to address the problem. An outcome of the conference was a report which is being used to inform government and civil society strategies on and around trafficking.

Masimanyane has also raised public knowledge on domestic violence, rape, sexual harassment, witch burning, virginity testing, child marriage and widows and inheritance issues.

Schools-based Life Skills Programme

Masimanyane's school-based life skills programme spans across all the grades of school going learners. Some of the targeted goals and outcomes of this programme for school learners are:- respect for self and others, social responsibility, distinguishing wants from needs, rights, freedom, equality and rule of law.

Interventions at the identified schools have occurred through the classrooms, assembly talks and youth advocates training workshops.

Evaluations with learners through the educators and learners themselves have revealed the wonderful impact on children this programme is having. More learners in the schools where Masimanyane is working in, have reported an increase in learning about child abuse and violence against women and children specifically, and have taken a stand to prevent violence in their own lives and classrooms.

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It is great that Masimanyane works at instilling these values in boy- children from a young age. It is with hope that they can grow up into respectful men who are sensitive to and mindful of the needs of women. –

Most importantly the programme has built self esteem, reduced absenteeism and school drop outs and improved academic learning.

Human Rights Clubs

Masimanyane has established Human Rights Clubs in 10 Secondary schools. These Clubs aim to:

- Promote the rights of women and girls throughout the school environment and encourage similar trend in communities.
- Provide girls with a safe, supportive environment so they can connect with their peers and explore positive examples of masculinity and male strength.
- Help youth understand ways of traditional masculinity that contribute to violence, gender inequality and unhealthy relationships so they can be aware of these behaviours and empower themselves and others to rise above them.
- Inspire girls with examples of healthy and strong role models of what it is to be a real man today.
- Encourage their inner leaders by guiding them on how to promote gender equality and prevent men's violence among their peers and communities.

The Clubs have provided learners with a supportive space in which to connect with peers through exploring equal gender relationships. They have examined the manner in which traditional ways of socialization and upbringing contribute to sexual assault and other forms of youth violence and thus perpetuate gender inequality and gender-based violence. Through the Clubs the members have been exposed to healthier, nonviolent models of manhood and have provided a platform to build the capacity of male youth, boys and men to become allies with female youth, girls and women in finding effective solutions and in promoting gender equality and preventing boys and men's violence. The members of the Clubs are encouraged to conduct "Awareness-to-Action" campaigns in school.

Through a cadre of learners from different schools, the Clubs are growing and making a positive difference across the East London district. We have found that the formation of these clubs has proven to be a unique and powerful approach to women and girls' safety and the promotion of rights because it recognizes the role that young people can take in making schools and communities safer. Because the Clubs are established and operated by learners in conjunction with Masimanyane staff, the opportunity to spread the message of nonviolence to young people and their communities is enhanced when such Clubs exist. By focusing on awareness raising and engaging others in discussions and motivational awareness-to-action projects, those learners who participate in the Clubs are providing positive peer influences in violence prevention efforts.

When the members of the Masimanyane human rights clubs were asked why they believed peer education through human rights clubs to be an effective approach to ensuring the attainment of women's rights through building a culture of non-violence, human rights, equality within schools, they responded that:

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- Club members relate to other teens with respect and dignity
- The Clubs talk about problems that affect girls and teens in general
- The Clubs provide opportunities to make new friends
- The Clubs give male youth the chance to explore new ways of being a man with their peers
- Youth have fun together
- The Clubs bring important information to other youth
- The Clubs help adults understand the way teens think and act.
- The Clubs have helped to improve relationships between learners and educators at the schools

In an interview and with Lundi Siwundla (project coordinator and public educator) and focus group meeting with some learners in the Human Rights Clubs we were made aware of this great innovation by Masimanyane.

For such extensive advocacy work, in an organization like Masimanyane one would expect to find indicators that bring about the required results and thus meeting the objectives. But to our dismay as evaluators, we were concerned to find that when we requested documentation and reports detailing the various campaigns that Masimanyane has embarked on, we were given very little information. Those reports that did carry information about Masimanyane's campaigning work were very inadequate. Masimanyane has done tremendous work with their campaigns, they have reached a very wide audience and the impact has clearly been phenomenal, it is very disappointing then that there are no extensive reports or learnings documents on these campaigns.

We have also been extremely impressed with the set up of the Human Rights Clubs in the schools. We feel that this work is innovative and fresh. Hearing the stories of the children made us realise that there was a great need for such interventions in schools. We found this model very intriguing and tried to research similar models in other provinces. Our findings were that other than social responsibility clubs like Rotary and Interact, there were no other clubs that sought to fight gender injustices and advocate for human rights at school level. We also learned that what we thought was a defunct men's programme at Masimanyane was not really defunct but rather reassessed and integrated into the schools programme to ensure the instillation of male sensitivity and cooperation from an early age. The model of Human Rights Clubs is a best practice model and the organisation should consider mainstreaming this project and packaging it for replication in other provinces.

WOMEN'S LEADERSHIP AND DEVELOPMENT TRAINING

The women's leadership training is a capacity and knowledge building component of Masimanyane's work. It aims at increasing the numbers of women who have the skill, capacity and knowledge of legal instruments and human rights mechanisms to ensure that survivors of violence receive the care, support and redress they are entitled to. Through this Masimanyane's aim is to build a core of women leaders who can call for greater government accountability in all aspects of women's rights but specifically in respect of violence against women and HIV/AIDS

The topics in the training programme have included:- Women and HIV/AIDS, Violence Against Women, Trafficking in persons, Teenage pregnancy, Lay counselling, Rural Women's Leadership, Sexual Offences Bill and personal transformation and leadership.

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At some interviews with participants, some light was shed on the women's leadership programme at Masimanyane. We have been able to observe that Masimanyane identifies and targets women at grassroots level; they then empower them with knowledge on and around pertinent women's issues. Another empowerment tool Masimanyane used was exposing these women to the different national and international platforms where they could advocate for their concerns and issues. Masimanyane even facilitates an annual study visit to parliament for the women in the programme. Such women are in the most part strong individuals who speak out and are passionate about their issues. Most of them are survivors of domestic violence.

In theory this women's leadership programme is an excellent concept, however empowerment and exposure alone do not make leaders. We were very interested to see what leadership initiatives were taken by these women after having gone through the programme however, there was very little evidence of trained women, without Masimanyane's involvement, going out and challenging the government about women's issues however credit must be given to the five women elected into local government in the last local government election.

One significant outcome was achieved when Masimanyane took some women to the United Nations Commission on the Status of Women in New York. The women participated in a panel discussion arranged by Masimanyane. At this discussion they made an input on the plight of rural women in respect of HIV/AIDS. They further talked about the forced marriages of girl children which made it evident that this was one of the ways girls are trafficked and a significant way in which they are made vulnerable to contracting HIV/AIDS.

The result of this input was that the Minister in the President's Office (South Africa) who had attended the workshop heard about this harmful cultural practise and vowed to deal with it immediately on returning to South Africa.

She was true to her word and her intervention led to traditional leaders in the Eastern Cape agreeing to end the practise and make public pronouncements to that effect. The minister also began work on a draft law which was put before parliament to officially outlaw child marriages.

There have been numerous other perhaps smaller achievements by the collective efforts of these women who have been through this programme. However, we did not see any evidence of a women's task team or caucus as a result of these trainings. There is no mention of such a group in any of the reports that we as evaluators have been privy to. It would have been very interesting to learn of advocacy or lobbying work that has been taken on by such a group of women.

It was a concern to us to realize that there was no clarity about who exactly coordinated or took responsibility for this programme at Masimanyane. Others said the trainer and the director was the coordinator, others felt that the trainer was the coordinator and trainer, while others did not really know. In a follow up interview with the director, she clarified that although Doreen and other staff members did conduct some of the trainings for the programme, she was the overall coordinator. On learning this, we pose the question of how effective and coherent can the programme be if it is coordinated by the director who clearly has a lot on her shoulders especially with the international public relations of the organisation. She is away on international work quite a lot and so for this reason we have to wonder where she finds the time to coherently coordinate this programme as well.

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It is thus our observation that although this programme does a lot in boosting the confidence and morale of rural women, empowering and educating women on the mechanisms and platforms at their disposal it does not quite reach its objectives to develop strong, skilled women capacitated to robustly make use of legal instruments and human rights mechanisms.

ADVOCACY AND POLICY DEVELOPMENT

A large portion of the work of Masimanyane is advocacy initiatives aimed at informing and or changing national policies on the issues affecting women. Some components of this work are research and government monitoring.

Masimanyane has achieved a number of monumental successes in this regard.

Its partnership with the Department of Arts and Culture, the efforts of this partnering saw to the outlawing of virginity testing, which was a wide spread and deeply rooted cultural practise in most parts of the Eastern Cape. This same partnership also saw to the outlawing of *UKUTHWALA* (abduction and marriage of young girl children). This was another practise that had deep cultural roots also supported by many traditional leaders.

Masimanyane supported the initiative of MOSAIC (Cape Town based organisation) in the development of an UNGASS shadow report. This is a United Nations report on country responses to HIV/AIDS. MOSAIC spearheaded this initiative. The outcome is that the government considered the concerns raised in the UNGASS country report and incorporated the report into the official government report.

In 1998 Masimanyane developed an NGO Shadow report for the United Nations Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) which was presented to the United Nations and many policy decisions were made based on the recommendations the CEDAW committee made to the South African Government. These include the development of equality legislation and the later development of equality courts.

Masimanyane has contributed to the enactment of various pieces of legislation affecting women. Some of the most significant changes that have occurred are the reviews of some important legislation such as the Domestic Violence Act, a review of the Sexual Offences Act and through the campaigning and awareness- raising of the organisation, a process of developing legislation on the trafficking of persons has begun.

Masimanyane has made significant inputs into these reviews through its own engagement with parliament and government departments and through joint initiatives with other role players such as Tshwaranang Legal Advocacy Centre and People Opposing Women Abuse (POWA)

Knowing the content and being conversant with instruments such as a CEDAW, the SADC Declaration, The African Protocol on Human and People's Rights and the Millennium Development Goals and being able to apply the provisions in these instruments have provided Masimanyane with a unique opportunity to pressure the government into improving its responses to Violence Against Women, HIV/AIDS and more recently Human trafficking.

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REGIONAL AND INTERNATIONAL PROFILE

Masimanyane is based in East London, while one of their programmes is operational at local level, the other three operate at both national and international levels. It is thus not quite clear whether Masimanyane considers itself as a National regional or international organisation however, their strategy of accessing and engaging with international human rights instruments to strengthen their advocacy work has given the organisation a very firm and extensive regional and international profile. Masimanyane was also able to strengthen its global and international profile when the organisation held two panel discussions at the United Nations Commission on the Status of Women. The organisation was also invited to participate in a Nordic Government expert meeting on Gender Based Violence.

These major activities have consolidated Masimanyane's position as a significant role player in South Africa in the Violence Against Women (VAW) sector, across Africa through its work with Amanitare Sexual Rights Network, and globally with the assistance and interventions the organisation is making in the Middle East.

Amanitare is a Pan African Network that focuses on and advocates for the prioritisation of sexual and reproductive health rights for women and girls in Africa, including issues of HIV/AIDS and violence against women.

In 2007 Masimanyane was able to expand its regional influence when it was elected to house the secretariat of Amanitare. Masimanyane's director was also appointed as the president of the board of Amanitare. This was a great achievement for Masimanyane and affirmation of the recognition of their work on regional platforms.

Having to further the work of both organisations put too much added pressure on Masimanyane which already had capacity problems. It was then decided to move Amanitare's office to Johannesburg.

Although Masimanyane is no longer secretariat of Amanitare, there is still a very strong partnership with the organisation because of the Director also being the President of Amanitare.

A partnership with the Norwegian Church Aid saw to Masimanyane having the opportunity of training 9 countries in the Middle East on CEDAW Shadow Reporting. The Countries were Egypt, Morocco, Jordan, Palestine, Iraq, Syria, Lebanon and Turkey. These countries were also trained on the theoretical underpinning of Violence against women.

In addition to this Masimanyane has made a significant contribution to Jordan by training a women's network called Karama (Dignity) in the development of an NGO Shadow Report. They subsequently presented the report to the CEDAW Committee in August 2007 and received a very positive response.

The director of Masimanyane in partnership with Amanitare was able to assist in the establishment of 7 listening (counselling and advice) centres in four areas of Iraq.

In the last 5 years Masimanyane has been able to facilitate and host study exchanges as part of their international capacity building and advocacy. These study exchanges have been excellent means of idea and information sharing. They have also helped to fuel and sustain international debates on the rights of women and girls.

Masimanyane has also formed partnerships in Europe, Asia and the United States.

This is a list of some of the international partners:

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- South African Partnerships Worldwide (USA)
- Codman Square Community Health Centre (USA)
- Amnesty International. (USA)
- Norwegian Crisis Shelter Movement – an organisation that shares the same ideologies and has similar approaches to working on Violence Against Women.
- Aim for Human Rights (Holland)
- IWRAW-ASIA-PACIFIC

In a telephonic interview with one of Masimanyane's International partners based in the Middle East, we learned how they have used Masimanyane's experiences to influence policy in Norway. E.g. The Domestic violence Act in Norway was amended to be more favourable to women. She also talked about some study exchanges for six women from Iraq to South Africa. This study exchange was facilitated by Masimanyane and was a way for the Iraqi women to learn about advocacy and how to engage women in the fight against gender based violence.

Masimanyane and the director especially have invested a lot of time and effort into strengthening and consolidating the organisation's regional and international profile. We have been able to see the invaluable experience and expertise that Masimanyane has been able to garner from its contributions to global platforms. Exposure to international instruments, organisations and forums has given Masimanyane a powerful global face. However, this concentration on the global world is a little confusing when considering the fact that Masimanyane does not consider themselves as a National organisation. Masimanyane should be pondering how they can best use this international exposure and learning to capacitate other smaller women's organisations nationally. This would perhaps play a role in advancing Masimanyane's national reach.

INSTITUTIONAL GOVERNANCE

Masimanyane is governed by a board. This is not any different from most NGOs. However, what can be admired about Masimanyane's board is the dynamic mix of individuals that make up the board. They are all experts in their respective fields and thus all have differing expertise to contribute to the strategic direction and governance of the organisation.

We were able to interview 4 of the 6 board members. Two of which we had face to face interviews with, while the other two interviews were conducted telephonically. Interviews with board members were conducted with the aim of ascertaining the role of the board and the extent of its involvement with Masimanyane's work and programmes.

What emerged from these interviews was that the board was not intimately involved in the day to day running or management of Masimanyane. They (the board) believe in the capabilities of the director and her management team, thus elect to not to interfere in how the organisation is run on a daily basis but rather focus on strategic direction, policy formation and professional support for the director. This however does not mean that they are totally disconnected from the organisation. On the contrary, the board members are continually researching new ideas, methods and approaches to add value to and perhaps increase the efficacy of the organisation.

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Some of the board members have had opportunities to represent Masimanyane by making contributions to international debates. Others have taken the learnings from international interactions and have been able to train management on and around these new learnings.

One of the board members also heads up the organisation's audit committee. The merits of this are good, the result of a board member in the audit committee should be improved financial reporting which has been a weakness for Masimanyane.

When asked about the relevance of Masimanyane's mission and vision the two board members asked this question felt very strongly that Masimanyane's mission and vision are as relevant today as they were at Masimanyane's inception. These strong feelings were corroborated by the evident translation of the mission and vision to the work that Masimanyane does.

The board meets quarterly to discuss company business including the plans and programmes of the organisation and to discuss staff and administrative issues. They receive reports for review and discuss. They also receive financial reports. The audit committee meets more regularly to review the finances and they make recommendations to the board on these matters.

The board feels that the nature of Masimanyane's work does not warrant hands-on involvement from them. Although this seems to be working for Masimanyane as there is a deep level of trust between members of the board and the director, this is however perhaps not the best way to govern an organisation. Although the board's trust of the director is commendable, it also opens the door to vulnerability in the organisation. The board cannot assume that the current director will always be there, thus it is imperative that the board develop more stringent monitory measures. These measures should be relevant and apply to anyone who assumes the position of director.

In a feedback meeting with the director she was able to explain that she is in constant contact with most of her board members. She consults them when she encounters difficulties or challenges within the organisation. She felt that this countered the threat of vulnerability because even though the board was trusting of her abilities, they are always kept in the loop about Masimanyane's activities.

ADMINISTRATION AND ACCOUNTING

An organisation as diverse as Masimanyane needs to have firm administrative and financial planning structures in place. An interview with the financial Manager sought to clarify questions of how Masimanyane is managed and administered, whether financial planning processes were in place or not, and whether there was transparency in all of this or not.

In the interview with the finance manager there was an almost tangible feeling of guardedness from her side. She spoke with caution and did not really feel comfortable with discussing the actual problems and challenges in the finance department.

It is evident that for the past two years Masimanyane's finance department has been operating in crisis mode. Where finance and financial administration is concerned problems had been encountered with regards to the introduction of the new system of accounting, Pastel Evolution. Interviewing the consultant brought in to assist the finance manager, we learnt that the change from Pastel Partner to Pastel Evolution was not easy due to the fact that it was not clear what the drivers of the financial management system were. Once it was established that the drivers of the system were the programmes

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and not the donors, it became easier to make sense of the finances and how they should be administered and recorded. An important revelation was that Masimanyane's system in financial recording is not donor specific, but rather reports on the programme as a whole. This may be the reason why some donors have felt that Masimanyane's reports are not extensive enough.

He also mentioned that the challenges faced with the transition began a ripple effect causing delay in all the financial accounting and reporting. This meant that the tardiness in financial reporting was not due to incompetence on Masimanyane's part but rather as a direct result of the difficult transition phase. However, the finance manager felt that this was a great learning curve, she feels that they are now on top of the financial managing of the organisation,

Masimanyane is very donor orientated in the sourcing of its funding. Interviews with both the director and the deputy director brought to the fore the exceptional fundraising and donor sourcing skills of the director. Furthermore it emerged that the bulk of Masimanyane's funding comes from International benefactors, and very little is local.

It became logical to assume that due to the nature of Masimanyane's funding, strict and solid systems of financial record keeping and budgeting should be in place. On questioning this, the financial manager was able to go through in detail how records were kept and what steps were followed in securing money for the various programmes' activities. The merits of this system are impressive and now seem to be working well for Masimanyane.

Most of the donors who were interviewed felt that Masimanyane was a bit tardy in their financial reporting. In light of the problems with the system, such a response was to be expected. However now that the system has been organised, the organisation can no longer compromise its professional reputation by continuing with this trend of tardiness. It is therefore imperative for a clear, traceable and understandable financial system to be in place.

It must be mentioned however, that in spite of the trouble encountered with the new financial management system, Masimanyane still had clean audits. In fact, they have had clean audits for every year of their 15 year existence .

Two years is a long time for an organisation to run with a disorganised financial system. It is therefore essential for Masimanyane, in light of its past experience, to solidify, backup and accurately record its financial processes. It is perilous to have only one person in the organisation aware of the financial system.

Another concern is that Masimanyane's financial reporting systems need to be donor specific because of the donor specific nature of their fund sourcing. It is thus not surprising that donors are not entirely satisfied with the way in which Masimanyane reports on finances. It is such inconsistencies in the finance department that perpetuate the negative reputation Masimanyane has in regards to financial reporting.

That said however, we were impressed to learn of the board's involvement in the audit committee that includes both the director and her deputy. It is good practise in any organisation to have an internal audit committee as a monitory structure that ensures accountability. On the flipside to that though, we question the effectiveness of having both the director and her deputy in the audit committee considering that both these senior managers are already too widely stretched.

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THE CURRENT STATUS OF MASIMANYANE WITH REGARDS TO STRATEGIC AND OPERATIONAL PLANNING

Masimanyane has been a leader in the sector for most of its existence. The organisation has been tireless in its fighting of all aspects of violence against women and girls and has brought national awareness to some of the newer areas of concern such as HUMAN TRAFFIKING and PROSTITUTION. The strategies employed have been service provision, education and training, research and advocacy. Masimanyane's work has been very successful ,however, the organisation has spread itself too thin and thus finds itself lacking the capacity for further growth and expansion.

There are clear indicators that Masimanyane is now poised at a place where it is necessary for the organisation to develop replicable best practise methodologies and models of intervention. As a leading authority, Masimanyane must begin to make inroads at rendering a resource service to other organisations, government and civil society.

In a telephonic interview with the Chairperson of Masimanyane's Board, she also felt very strongly about Masimanyane becoming a mentoring institution. She felt that Masimanyane is has had great exposure to international human rights instruments and mechanisms, which most other smaller organisations in the country have not. It is then perhaps time for Masimanyane to coach these smaller organisations and build their capacities in the same way that it does for the countries in the Middle East. These organisations, with the correct guidance from Masimanyane, could be instrumental in lightening the load for the organisation. This would also allow Masimanyane the space to better manage its growth, while at the same time still increasing its audience, cementing its authority and remaining visible in the fight against crippling women's issues.

In the 2008 – 2010 strategic plan document, Masimanyane recognises that an important learning over the years has been that bridging the gap between policy and practise is essential for transforming the lives of women. Work done at grassroots level must be complimented with adequate government policies and programmes. The gap between the political commitment and the implementation is where Masimanyane will focus on and this response will be contained in an enhanced strategic advocacy initiative.

Furthermore, Masimanyane recognises that a shift will need to occur within the organisation's structure in order for the organisation to gain recognition in its new form as a knowledge based organisation. This is further emphasised by an interview with one of the organisation's board members who has extensive knowledge and experience of the communities that Masimanyane is serving. He mentions Masimanyane's need to adapt its focus to developing a **caring society**. This caring society can only become a reality when Masimanyane takes a holistic approach to its responses to the social ills that perpetuate violence against women. From the board member's experience and knowledge, alcohol and drug abuse are some key drivers in violence against women in society, and perhaps a shifting to include drug and alcohol abuse in Masimanyane's programmes will begin the process of developing caring societies.

Although Masimanyane is based in the Eastern Cape they do take the bulk of their work to a national level (media, research, training, lobbying and advocacy). They frequently make presentations at international conferences as well as participating at regional and international platforms in dialogues or issues relevant to their core business. There is need for a structural reshuffling to legitimise Masimanyane as a national organisation.

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“Masimanyane’s core focus remains the thousands of women and girls in local communities who continue to suffer untold levels of discrimination through their lives which manifests as violence against women. While great initiatives have taken place over the past years there is still very little change in the lived realities of women and girls lives. The human rights of the majority of women and girls are consistently and systematically violated across the entire society. No woman or girl in South Africa lives free of violence or at the very least, free of the threat of violence”.

Masimanyane has been an activist organisation for its entire life span in pursuit of feministic ideology. They have learned a great deal about gender based violence and the mechanisms that can be employed to reduce violence in the communities it serves. The organisation has not documented this learning well enough to assist in the development of new models of responding to Gender Based Violence. Becoming more of a knowledge based organisation means that Masimanyane will have to greatly increase the documenting of their learnings so that they can use that documentation to advocate and lobby for change.

INSTITUTIONAL TRANSPARENCY

Many a NGO’s downfall has been due to the fact that there was no transparency in their work. It is then vital for an organisation of Masimanyane’s stature to always be aware of being transparent in its work and keep abreast of the interest vested in the organisation.

As can be imagined many people and role players had to be interviewed or consulted in the quest to ascertain whether or not Masimanyane as an organisation was a transparent institution.

Of course a burning question to ask would be whether the public had access to information on Masimanyane’s activities?

This question was perhaps best answered at a focus group discussion in Empilisweni in King William’s Town where a woman stood up to say that Masimanyane’s visibility in their communities was unquestionable, thus anyone from anywhere who wanted information about Masimanyane could go to their offices, and like her, would be told all about Masimanyane, its work and activities.

An aspect of transparent institutions is their willingness to partner with other similar institutions, share knowledge, resources, expertise and experience. Masimanyane is generally considered a leader in the field so it was important to delve in the nature of its relationships with other organisations and ascertain whether or not it empowered, monitored or mentored any smaller organisations.

Visits to Centane Women’s Support Centre and Masonwabisane in Butterworth, both independent organisations which have been coached by Masimanyane, revealed that Masimanyane does in fact embark on partnerships to empower smaller or emerging CBOs and organisations. Although the directors of both these organisations felt that they would much rather operate under Masimanyane’s banner, they did however voice that most of their achievements were due to the interventions, trainings and empowerment workshops offered by Masimanyane.

At both these interviews mention was made of Masimanyane being the conduit for the Premier’s Poverty Alleviation Fund. Both Masonwabisane and Centane were beneficiaries of the fund. When asked

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about this funding, the director of Centane was unsure why it was stopped. She also could not really tell us how it is that they became a recipient of the fund.

The previous manager of Masonwabisane in Butterworth, on the other hand knew that the fund was discontinued when the then Premier Ms. Nosimo Balindlela came out of office. She was however aware that there was provision for another fund of the same nature but did not know how to access this. This uncertainty about the fund prompted us to get some clarity from the director of Masimanyane.

We established from the director that the Premier's Poverty Alleviation Fund was a result of Masimanyane being nominated by the Premier's Office to identify smaller organisations and then be the conduit of the fund. The fund was initiated by the then Premier, Nosimo Balindlela. It was never meant to be ongoing but rather a financial boost for the smaller NGOs.

Interviews with various women who have been empowered (or their organisations) through Masimanyane trainings and workshops have all illustrated the extent of Masimanyane's partnering and empowering of communities. One such partnership is Masimanyane's Women's Leadership Programme in partnership with Anglican Church Mother's Union. (Made up of 1 300 mothers from 12 churches) This partnership has afforded Masimanyane the opportunity to take its campaigns and messages to the church stage. Church is a well revered institution in most communities, and this very strategic move has ensured an audience of not only women, but men, community leaders and the clergy. We are however not entirely convinced that Masimanyane has lobbied for change within the religious fraternity. One way of achieving this is for Masimanyane to establish a support group for women Pastors and Church leaders. This would make it easier for the inclusion of women's issues in the church agendas.

Another partnership that raised Masimanyane's community profile is with AW Barnes Primary school. Masimanyane identified the school as underprivileged and that many of the learners came from poor backgrounds where violence against women and children were rife. Through this partnership or 'adoption of the school, Masimanyane was able to provide counselling services to both learners and parents. The school could on identifying home based problems in the learners, refer them to Masimanyane's services and interventions.

Masimanyane was also able to facilitate a partnership between AW Barnes and a school in Boston USA. This partnership gave birth to the establishment of a media centre at AW Barnes. Through this media centre learners from both sides of the cultural and economic divide were able to share ideas, learnings and experiences.

Other partnerships that have greatly progressed / enhanced the work of Masimanyane are:

An interview with the Department of Social Development, illustrated a symbiotic relationship between the department and Masimanyane. They made reference to a number of trainings and workshops where Masimanyane invited them to either participate or add value by making presentations. They also made it very clear that while the Department is a donor to Masimanyane, they rely heavily on the expertise, connections, and resources of Masimanyane for some of the department's own activities.

It cannot be ignored that some of the most important partnerships in the sustenance of Masimanyane are those which involve the donors. In the interview with the director, a lot of emphasis was placed on keeping good relations with donors. It also emerged that the director invested a lot of time and effort in maintaining and nurturing the relationships between Masimanyane and its donors.

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However, electronic interviews with two major donors – Oxfam Novib and The Secretariat of the Shelter Movement, revealed that, although they were happy with the work of Masimanyane and had great respect for the director and her evident passion for the work, they were not quite happy with Masimanyane’s reporting systems. The late submission of the annual reports has been a problem for these funders. As a result of this Masimanyane lost out on funding from Fokus for this year (2010) Both these donors felt that Masimanyane’s reports usually are not an extensive portrayal of the work, challenges, impacts and future strategies.

In the interview with one international donor who has a local representative, we again learned that Masimanyane’s operational weakness is based in its reporting and monitoring tools. The donor acknowledged that Masimanyane was a formidable organisation and that its work was not only necessary, but also innovative and inspiring. She mention their shortcomings in documenting their work.

Regarding the administrative routines between FOKUS, The Secretariat of the Shelter movement and Masimanyane, the telephonic interview with The Secretariat revealed that as conduit for FOKUS to Masimanyane they were happy with the current system and hoped that the reporting would improve.

ORGANIZATIONAL STRUCTURE AND MANAGEMENT

Some interviews conducted with staff, public educators, counsellors and the human resources manager draw a picture of a functioning organisation that operates in line with its vision and mission. Masimanyane constantly is looking at ways to develop its staff and management thus enabling them to keep abreast of new and innovative trends and methods of leadership.

Most of Masimanyane’s managers are highly competent, current and well skilled, however, some interviews and discussions made it clear that there were one or two managers who had been managing for a long time and seem to be fatigued and lack the passion that is vital to Masimanyane Managers. Of course this is an area of concern and perhaps senior management intervention is crucial in dealing with the issue.

A Participatory Management style seems to be the preferred approach at Masimanyane. However, staff analyses show that the managers, especially at senior level dip into varying styles of management to suit particular situations, people or environments. However, there are no clear lines of supervision. There is a tendency of some staff picking and choosing who they are comfortable with to report to. Even with both work-related issues as well as personal issues, the preferred person to approach is the director.

There does seem to be a general lacking in staff supervision and monitoring. A focus group discussion with the counsellors made it quite clear that there was confusion as to who they report to .They all agreed that they had direct access to senior management and could consult anyone about their work problems or issues.

SENIOR MANAGEMENT

The senior management of Masimanyane consists of the director and deputy director. They are responsible for the driving and implementation of the organisation’s functions, strategic and operational activities

- The director is also tasked with the sourcing and maintaining of funding.

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- The deputy director together with the human resources manager supervises the counsellors and staff of Masimanyane.
- The director and deputy director are both responsible for the compilation of reports, writing of proposals and documentation of the organisation's work and impact.

An emerging concern with the current director has been the phenomenon of THE FOUNDER DIRECTOR SYNDROME. For 15 years the director has led the organisation and has been an integral part of its successes, challenges, and failures. She has led the organisation through its growing stages and the identity of the organisation is very much interlinked with her own. This could somewhat compromise the director's objectivity. It is imperative for the director to keep an open mind, embrace change and in so doing make sure to not blur the lines of personal involvement which could blind her to the opportunities for growth expansion or even redirection in the organisation.

Another emerging concern also linked with the founder -director syndrome is that we could not get a clear fundraising strategy for the organisation, though later during the interview we had with both director and deputy director we were made to understand that one was in place. This links up with what has often come up as the weakness of the organisation, documenting. (of the nonexistent formal fundraising strategy.)

The director has proven to be ingenious at sourcing funds, and maintaining donor relationships. However, the informal structure of this vital function in the organisation leaves one wondering how the organisation would continue with this were the director to leave the organisation. Masimanyane is now at that stage where all its functions and policies need to be structured in a way that will allow for smooth continuity and succession. In the interview with the chair person of Masimanyane's Board we gained insight into the process already undertaken in this regard, this is indicative of Masimanyane's forward thinking which is highly appreciated.

MIDDLE MANAGEMENT

Middle management at Masimanyane consists of the Manager of Empilisweni, Human Resources Manager and Finance Manager.

Middle Management at Masimanyane is a support structure to the work of senior management while at the same time it is intended that they form a liaison between the senior management and the rest of the staff component. From our interviews with staff, it is evident that this is not always the case.

HUMAN RESOURCES

Looking at the evaluation strategy, one will find that Human Resource is at the core of the organisation, and the good functioning of this department is vital to overall survival of the organisation. An interview was conducted with the Human Resources Manager who presented herself to be quite competent. It was apparent however that the volume of her work was too much for just one person to bear responsibility. Some of her responsibilities inter alia involve:

- The supervision of the counsellors.
- The staff consult in their day to day work.
- Staff Development

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- Together with senior management, develop and implement policies and procedures for the organization.
- Job descriptions of all staff.
- Update personnel files, loading relevant information e.g. CVs, contract, Basic Conditions of Employment Act(BCEA)

The focus group discussion with the counsellors revealed that there was a lot of confusion amongst them as to where exactly be the bounds and limits of their jobs. There also seemed to be a lot of cross pollination in the execution of their jobs. An example of this was the counsellors not really being able to articulate the difference between a counsellor and an office coordinator. They were not even sure if there was any real difference between the work of the office coordinators and the counsellors. Naturally then a question of the existence of manuals of responsibilities and functions (Job Descriptions) arose.

The human resources manager explained that there were job descriptions for all staff at Masimanyane. She did however feel that it was perhaps time that these were revisited and updated. All staff have individual personnel files with relevant information. Some staff members who had gone through various promotions over the years brought up the concern of not being issued with new job descriptions for their current jobs.

Monitoring and Evaluation

During the initial interviews we were unable to establish the monitoring and evaluation tools employed by the organization. It was only later when we were discussing the draft report with the director and deputy director that we were made to understand that there are monitoring and evaluation tools, e.g. the daily schedule , statistics and reports of counsellors. Constant monitoring and evaluation allows the organisation the time and space to constantly be aware of its development and growth, its progress in terms of the work and also importantly to foresee any challenges or problems.

Although theoretically, Masimanyane can be said to have sound monitoring and evaluation tools, however ,the difficulty is that all the systems documented are not well known by the staff. In the focus group with the counsellors, most of the staff were in a state of confusion as to how exactly they were being monitored or evaluated. They all thought for example, that monitoring was being done in their biweekly “supervision” sessions with the psychologist. We are aware of the statistics and monthly reports that are submitted by the staff, once again though the theory of this is not complemented by practise because the staff have raised the concern of seldom or never getting feedback on the statistics and reports that they submit. This then raised the question of efficacy in the organisation’s monitoring and evaluation systems.

We tried to ascertain if the staff knew about the organisation’s policies in respect of conditions of work, discipline, remuneration, retrenchment, HIV/AIDS, etc. Some staff members did not know anything about any policies. Others knew a little about some of the policies and others had conflicting ideas as to what the policies were. This clearly meant that there was a gap, in that not everyone was on the same page regarding the policies of the organisation.

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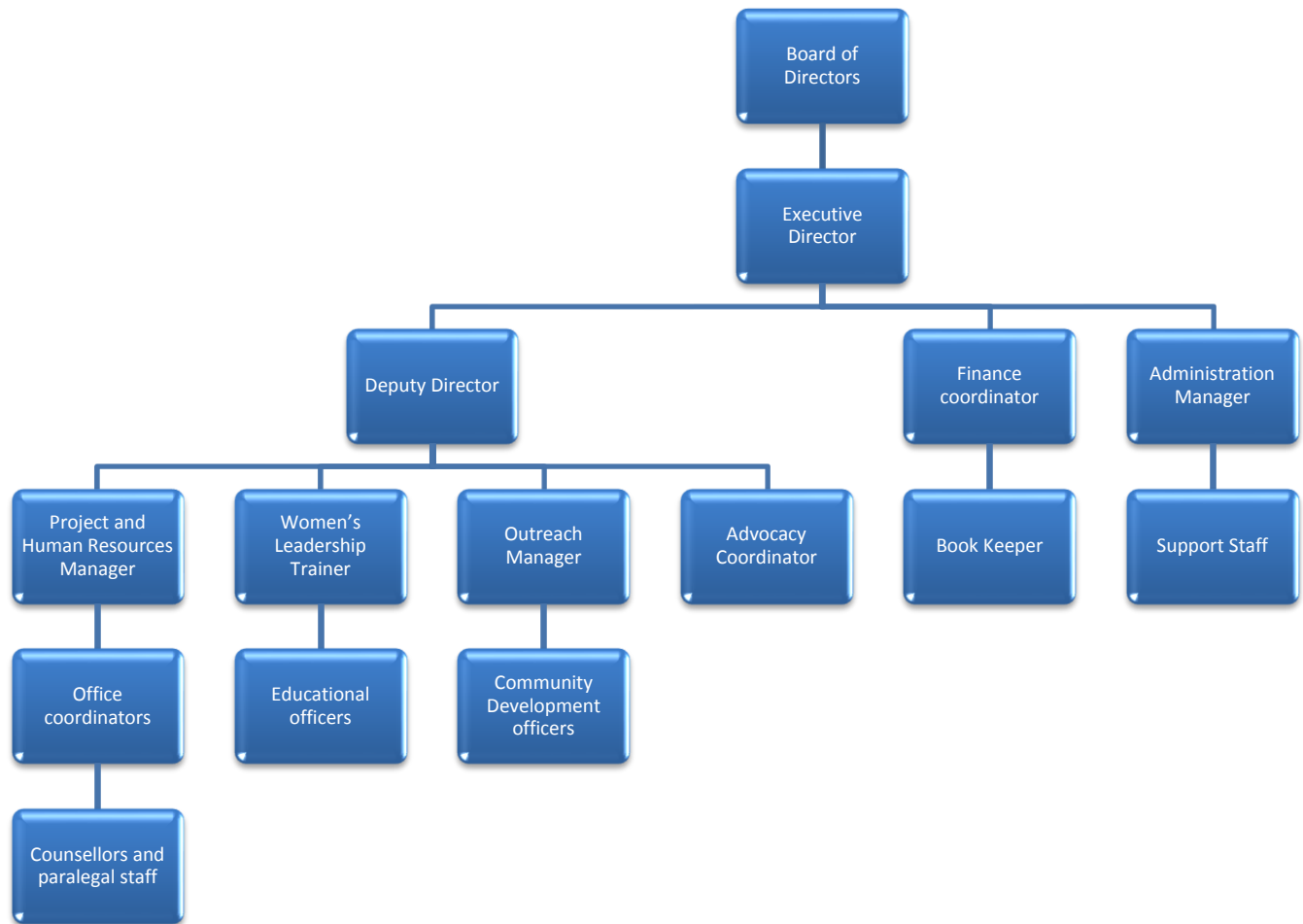
In a later discussion with the director and deputy director we learned that there in fact was a policy and procedures manual. It really did outline what the organisation's stance on policies and procedures were.

A little confusing for us however was learning that there were three different levels to the Human Resource Department. The secretary was employed to offer administrative support to the HR department. The Human Resource Manager was at the second level and the first person that the staff reports to. Her responsibilities being the daily management of staff and dealing with staff issues (loans, leave etc.).

The deputy director on the other hand is responsible for the development of the HR policies. Herein lies our confusion. If the HR Manager is not always involved in the development some HR policies, this could have negative effects on the operational functions of the organization. If she is the manager of the HR department she should know everything about her department to be able to take the lead in the implementation of such policies and procedures and thus be involved in its decision making processes though the final decision will be made by the director.

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As evaluators, we have been privy to three different organograms of the organisation. Although this in itself was rather confusing as no one in the staff knew which one was the relevant one, we looked at the one included in the strategic plan 2008 – 2010.



Some problems that we encountered with the above organogram are:

- The organogram makes provision for an outreach manager, Advocacy coordinator, as well as community development officers. Having met and interviewed most of the staff at Masimanyane, we did not find any existence of people in the above mentioned positions.
- Although the organogram clearly sets out who is responsible for what and who reports to who, the staff (especially counsellors) did not seem to understand it and did not have a clear understanding as to who supervises who and who they directly report to. Most felt that they either reported to the Human Resources Manager or the Deputy Director.
- As salaried members of Masimanyane's staff component, it is not clear where the managers and staff of Empilisweni and Peddie fit into the organogram?

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A SHORT SWOT ANALYSIS

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none"> • Masimanyane is a leader in the field of Gender Based Violence and HIV/AIDS. This has ensured respect not only from Government but legitimacy in civil society as well. • The organisation has a long and strong track record with an ever increasing circle of influence. • Masimanyane’s multi-sectoral approach/model has ensured strong and effective partnerships that enhance its work. • Masimanyane is governed by a very dedicated and highly skilled board • Masimanyane has great investments in staff development and continually seek new and innovative ways of keeping the staff abreast of developments in their field • Masimanyane can be viewed as a holistic organisation • Masimanyane does what most organisations are not doing: holding the government accountable. 	<ul style="list-style-type: none"> • Financial reporting and record keeping are not substantial. • Monitoring systems are weak. • Some policies and procedures are not clear to most staff • Internal communication, especially between senior management and staff is unstructured. • There is not enough evidence documentation. • Most staff see the director as the “mother,” “saviour,”
<u>OPPORTUNITIES</u>	<u>THREATS</u>
<ul style="list-style-type: none"> • A well recognised and respected organisation • Women in communities represent a strong voice and Masimanyane harnesses that voice • There is funding for 2011 • Strong international profile • Scope to extend the work at international level • Partnerships with government, SAPS, and international organisations 	<ul style="list-style-type: none"> • The current Governmental administration in South Africa is not committed to women’s issues • Organisation’s capacity is too low • Staff turnover • Pulling out of two major funders • Masimanyane is viewed a “wealthy” organisation

CHALLENGES AND PROBLEMS AS IDENTIFIED BY THE STAFF AND SOME BOARD MEMBERS

Some staff members feel that although the organisation is headed by a highly competent director, however she is, due to her international engagements, not really available to effectively lead and guide the organisation. They also feel that her constant absence makes her lose touch with the ground work of Masimanyane.

Most of the counsellors have expressed their frustration at not having a programmes manager to facilitate the outreach work that they so want to do.

The organisation needs to employ some key professional people (lawyer and social worker) to increase the capacity of the organisation.

Some staff members have expressed their fear of insufficient funding and are not sure what the consequences of funders pulling out will be.

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CONCLUSION

This evaluation has given a clear illustration of Masimanyane Women's Support Centre, the translating of its mission and vision to its work, challenges, impact and the outcomes of their work and interventions.

Although there are a few operational challenges, internal disharmonies and a lack of capacity, Masimanyane is recognised as one of the leading NGOs in the Gender Based Violence sector. There is an increasing interest for capacity building from the corporate sector as well as government. As an authority in the sector, government often approaches Masimanyane to take them through issues. Overall Masimanyane presents itself as a very capable, dedicated and forward thinking organisation. As an organisation, Masimanyane has the expertise to tackle grassroots issues and advocate for them on provincial, national and international platforms. They are fearless about holding the government accountable through the use and application of Human Rights instruments on the basis of research in the communities they serve.

By linking women's issues to political power, their work gets greater authenticity and legitimacy. As one of the first organisations to link Gender Based Violence to HIV and AIDS, they have a good track record of the interface of the two epidemics. They are also amongst the first organisations in South Africa to focus on trafficking and prostitution from a gender and human rights perspective.

RECOMMENDATIONS

From our time at Masimanyane, the interviews with staff, partners, donors, government departments as well as beneficiaries, we have compiled the following list of recommendations. They are an amalgamation of our own observations and recommendations as well as those from the other stakeholders. Some of the recommendations are meant for short term while others will require long term implementation. However as independent evaluators we cannot decide for the organisation what they should or should not prioritise, it should be decided by the board and management what the timeframes will be.

1. Masimanyane's Multi-sectoral model should be packaged and replicated to be presented at a special conference with community based organisations, NGOs and government departments. The conference would look at ways in which this model could become common practise in especially the rural areas where Masimanyane does not have offices.
2. Masimanyane's senior management should as a matter of urgency, schedule a meeting with the Provincial Office of the South African police Services and discuss the issue of the Masimanyane office at Fleet Street Police Station. Its location in that police station must be reviewed and it needs to be established whether it is a strategic or operational matter, and what the objectives of this particular office are. This meeting should culminate in a memorandum of agreement between the South African police Services and Masimanyane.
3. Empilisweni has used their knowledge of the intersection between Gender Based Violence and HIV/AIDS for the purposes of awareness raising. It is now time for Empilisweni as a specialist wing of Masimanyane to use this specialist knowledge to develop strategies that

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combat Gender Based Violence encompassing violence against women, domestic violence and all other forms of violations against women.

4. Empilisweni has through the work with the German research team received academic recognition. Masimanyane should therefore devote some time into acquiring special funding for the work being done at Empilisweni so that they can expand their work and become a resource for other academic institutions.
5. Masimanyane has consistently come under fire for their weakness in documenting their work, learnings, observations and findings in an adequate way. Funding permitting, the organisation should engage an independent researcher to collate and document the work and learnings of the organisation. The work can be done over a period of 1 year and should culminate in documentation that will emphasise Masimanyane's status as a knowledge based organisation. We also recommend that Masimanyane author a detailed book or documentary about its work, challenges and achievements as a tangible source of evidence of their work. This could be used in donor sourcing as well as a resource for emerging organisations.
6. Our focus group discussion with the learners in the Human Rights Clubs led us to recommend that Masimanyane package this revolutionary model and make it available to schools beyond the East London region. We feel that the human rights clubs at schools are the tip of the iceberg when looking at gender awareness in young people but feel that in order for this project to reach its full potential, the two people responsible for driving it need assistance. In this way they could perhaps have a more hands- on approach while facilitating the project's expansion.
7. The Women's Leadership Programme is a great way in which to expand Masimanyane's reach. Women can take their learnings at Masimanyane and impart them to other women and communities. However the programme is a little unstructured. It needs to be structured as a year- long programme for a set group of women who will go through the trainings at regular intervals.
8. Masimanyane needs to start considering itself as a national organisation and then begin a process of branching out to other provinces. Masimanyane's work is needed countrywide and their multisectoral approach makes the branching out process a lot easier. One of the board members who has had first- hand experience of the discriminatory attitude of our judicial system feels strongly about the need for Masimanyane's infiltration of the other provinces in our country.
9. The Director is very good at fundraising and at marketing the organisation. She works very hard to build and strengthen the reputation of Masimanyane especially at an international level. This is time consuming and does not allow much time for focus on operational work. Masimanyane needs to develop a formal fundraising strategy that will allow for succession. This means that fundraising cannot lie squarely at the director's door as this would make it difficult for this function to continue if there was a change in directorship.
It would be more beneficial for the organisation to release her from directorship duties and instate her as the international face of the organisation (promoting, marketing and donor

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sourcing). To be the “women’s rights advocate” at the international platform, applying grassroots-multisectoral approach model.

10. Masimanyane needs to look at developing strategies to keep the staff, especially managers, motivated and productive. These do not have to be elaborate or costly, but continued recognition of good work and performance appraisals generally work in such situations.
11. From our visit to Masonwabisane in Butterworth and the Centane Women’s Support Centre in Centane we know that the directors of both these organisations wish to operate under the banner of Masimanyane. From this evaluation we feel that such a move would not necessarily add to Masimanyane’s value. However, we do feel that Masimanyane needs to play a parental role to these organisations and empower them with tools that will enable them to stand on their own and have a greater impact in their work.

We recommend that Masimanyane focus on the areas of funding (acquiring), proposal and report writing as well as policy formation and implementation.

12. The focus group discussion with Masimanyane’s counsellors, leads to recommending that Masimanyane rework its supervisory strategies. The counsellors need to be sure of who to report to. There is also a definite need for a hands -on person to supervise, coordinate and document the work at the various Masimanyane centres. The bi weekly staff meetings are not adequate for this purpose
13. IN the focus group with the counsellors they were given an assignment to report on what they felt were the strengths and weaknesses of Masimanyane. Most of the counsellors did the assignment however their report writing skills were far below the standard that one would expect from them, especially taking into consideration the nature of their work. We thus recommend that they are further developed with a report writing course or workshop.
14. On our visit to the Peddie Women’s Support Centre we were quite surprised to learn that the organisation was registered as a NPO separate from Masimanyane. It thus became rather difficult to understand the extent of Masimanyane’s involvement with the organisation. Trying to ascertain the reasons for Masimanyane’s involvement with Peddie, we asked the director (Peddie) but were surprised to find that she too was confused as to how they were part of Masimanyane but the same time independent.

We found that Peddie had great systems in place however there was a very disordered approach to the work. They did not seem to be sure about their core policies and areas of specialisation. For these reasons we recommend that Masimanyane embark on a 2 – 3 year exit strategy. In this time we recommend that they take Peddie back to the drawing board and conduct an internal rebuilding of the organisation, its focus and policies. We believe that after this period, with the correct guidance from Masimanyane, Peddie will be able to effectively stand and work as an independent organisation.

15. Masimanyane must form an advisory board or a reference group of highly skilled people to support the board and management and give guidance on strategic, operational, legal and

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- political strategies. Especially now that they want to embark on the direction of being a more knowledge based organisation.
16. Masimanyane's focus has been mainly on raising the awareness and eradication of violence against women. There is a need for the organisation to look at societal influences and adapt the focus to include and recognise drug and alcohol abuse as key contributing factors in the abuse of women as well as the perpetuation of the HIV/AIDS epidemic.
 17. As an institution that has contributed greatly in the fight for a non violent society to especially women, Masimanyane must look at ways of partnering with one or more of the bigger academic centres (universities) thus develop into an institute of research, and also an academic learning centre.

This evaluation report has endeavoured to raise some of the critical issues that Masimanyane has to address in their quest for increased efficacy. In light of the above recommendations, Senior Management together with the board of Masimanyane needs to facilitate an action plan to take up the emerging issues and work on strategies that will take Masimanyane to the next level.

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ANNEXURE A

FROM VICTIM TO COUNSELOR

-Lindiwe's Story*

I think back to my childhood struggles and remember that I came into the world as a result of the worst kind of violation to the dignity of women... Rape!

My mother found it difficult to bond with me as I was a reminder of her horrible ordeal. Trying to raise me while at the same time trying to come to terms with what happened to her was more than she could bear, and so off I was sent to be raised by my aunt, her sister. Am I bitter about this? No, my life has taught me that things happen for a reason and my own adversities have helped me to not hold on to grudges, after all, she loved me enough to realize she could never raise me in a way that was healthy for a young impressionable girl child.

My aunt loved me and raised me as her daughter but I always felt a little out of place, I think there is a certain invisible chord that connects all girls with their mothers. It may seem selfish, but I intensely felt the absence of my mother and at times I would wish and long for the mother I could call my own. At the tender age of 14 while out playing with the other girls I lost track of time and it became late. It was around six in the evening, but it was winter so it was already dark outside. On my way home I was attacked and raped... That was the beginning of my reckoning with a life of pain, struggle and despair. My aunt ran a strict and conservative household. I was scared to talk about what happened to me. I kept quiet and swallowed my pain. However in those moments when I was alone with only my thoughts to myself, I would ask if this was fate, or maybe a curse that I too would pass on to a daughter? First my mother, then me, would this be my burden to bear? Still I remained silent, this was my grief, my pain, my disgrace - this was me!

Later, as a young woman, I was proposed to by an older man. I had never known my father, and the stability of a male figure in my life, so when this man promised to love, support and provide for me I envisioned myself finally set free. I married him.

For the first year we had an idyllic marriage and I was for the first time in my life completely happy. However this too was just a mirage, of course by now I should have known that my life was not meant for happiness. This man, my husband, the father of my children turned violent. He would beat me for no reason, swear at me and chase me away from my home and I would succumb to all that... I mean, where could I go? He had affairs and fed the children of other women while his own had empty stomachs. What could I say? I was just a makoti in that house so who would hear my cries? Once again I felt alone, just me against the world... would there be no end to my grief?

I decided that I had had enough and my life was just not worth living anymore. I made a conscious decision to end it all and commit suicide. I remember going to a nearby highway and praying for a car to come and quickly end it all. This however did not bring the peace I so desperately longed for. Instead, in my head, I heard the muffled voice of my child. I rushed home and saw my little daughter asleep I realized that ending my life would not be a solution. What would become of my precious children?

With a renewed sense of purpose I, gathered my kids and left my husband. I went back home and was accepted. I did, however have to leave my children with distant relatives so that they could go to school. I

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was very heartbroken by this as I wanted them to grow up together, however my financial state of affairs would not allow this to happen. I got reconciled with my biological mother... Things were looking up and I even decided to go back to school. In 1997 I passed and obtained my matric certificate.

During this time my husband turned a new leaf. He would visit me with gifts for me and the children. He would leave money and constantly ask after my well being. I started to remember the reasons why I loved him. I believed him when he told me he was a changed man. I also desperately wanted my children to grow up in a stable home with both parents, so yes, I went back to him!

The euphoria of my reunion with husband did not last long. The proverbial leopard who doesn't change his spots came out, and I was back to square 1.

While going around Scenery Park I noticed a board printed with MASIMANYANE WOMEN'S SUPPORT CENTRE, I went inside and realized this was a place where I would get help. The women there asked me to open up, but I just did not trust them, and in fact, couldn't even make sense of my own problems...

I went back there a few times and eventually I was able to open up and talk. I felt like some floodgates were opened and my whole life came pouring out, and I realizing that I have been living for a long time as an abused woman. Of course I didn't know better at the time, but with help from the ladies at Masimanyane, I started to understand my worth as a woman, and I decided that I wanted other women to know and be able to access the services of Masimanyane.

I started going around the community spreading the word about Masimanyane. I was not asked by anyone to do this but I just felt that people needed to know and I was going to do anything in my power to spread the word.

It is at around this time that I joined some training workshops at Masimanyane, here we learned about Gender Based Violence. I went through quite a few trainings and information sessions and eventually also did the lay counselling training course. Soon after completion of the course I became a volunteer counsellor at Masimanyane's Scenery Park Office.

I am now reunited with my husband. He knows that I am no longer a victim, and he has realized that after taking back my power he no longer has power over me! I am permanently employed as a counsellor at Masimanyane. My children are thriving and are all doing well at school. Finally I am happy

***Name has been changed**

Lindiwe's Story is a little testimony of how the impact of Masimanyane's intervention on one woman can have an impact on a larger number of other people. This is evidence of the importance, impact and need for Masimanyane's work. These stories need to be documented.

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ANNEXURE B

INTERVIEW QUESTIONS DR LESLEY-ANN FOSTER DIRECTOR – MASIMANYANE

1. You have been the Director of the organisation for about 15 years now, how do you think the organisation has progressed over the years?
2. Over the past 5 years what achievements, highs, lows or challenges has the organisation been faced with and how did you deal with them?
3. Who do you consider to be your support structure
4. What is your personal vision for Masimanyane and how have you incorporated this in your directorship of the organisation?
5. What is the nature of the relationship between you and the board?
6. What is the nature of your relationship with the staff (leadership style)?
7. Who is responsible for policy (and procedure) development? Please take me through the process (no.3 in framework questions)
8. Please take me through your internal financial accounting and its control measures (who is involved and who takes the initiative for financial planning and budgeting?)
9. Analyse the current status of Masimanyane with regards to strategic and operational planning
10. Does the mission in any case inform the strategic direction of Masimanyane?
11. Is the mission and vision still relevant?
12. What is the role of the board in putting the mission into action
13. In terms of sustainability, what plans or measures are there to ensure continuity of the organisation? E.g. Do you have a fundraising plan?

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14. Take me through your partnerships (government, funders, civil society)? How are they initiated? What is the nature of each party's commitment once the partnership has started? What about international (outside the country) partnerships?
15. Take me through your SWOT analysis (strengths, weaknesses, opportunities and threats)
16. What is the impact of the organisation's programmes, what are the monitoring and evaluation tools?
17. What are your recommendations?

INTERVIEW QUESTIONS COUNSELORS MASIMANYANE

1. How long have you been with the organisation?
2. Do you understand the Mission and Vision, how do you translate it into your programmes?
3. Do you have access to information on all Masimanyane's activities?
4. How is information disseminated and is it done in a systematic way?
5. What is the nature of relationship with the press and other media, government and civil society?
6. Is Masimanyane linked with other forums, coalitions etc.?
7. Where are you positioned in the organogram?
8. Who do you report to, and what is the nature of your relationship with management?
9. What supervisory tools are used?
10. Please take me through your programme / implementation
11. What has been your programme's achievements, what has not been achieved and why?

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12. What are the challenges / hindrances to programme implementation
13. What is your SWOT analysis (strengths, weaknesses, opportunities and threats)
14. What is the impact of your work to civil society, how relevant is it and how effective is it?
15. What tools do you use for monitoring and evaluation?
16. What are your recommendations?